

**THE RELATIONSHIP BETWEEN WORK ENGAGEMENT, PERCEIVED  
ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR AT ZUN UTARA INDUSTRY SDN. BHD.**

**By**

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**Thesis Submitted to  
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in Partial Fulfilment of the Requirement of the Master of Science (Management)**

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## **ABSTRACT**

The purpose of this study is to identify the correlation between work engagement and perceived organizational support (POS) towards organizational citizenship behavior (OCB) at Zun Utara Industry Sdn. Bhd. The study arises from the need to know the factors that can affect the OCB. This study is utilizing the quantitative approach and data collection was solely on questionnaire. The sampling of data collection is based on Zun Utara Industry Sdn. Bhd., the manufacturer of chest freezer and bottle cooler. Work engagement was measured with 10-items. POS was measured with 8-items. OCB was measured with 10-items. All dimensions were measured with Five Point Likert Scale. A total of 80 sets pre-printed questionnaires was distributed, 76 sets questionnaires were returned and valid to process. The data was analyzed by using Statistical Package for Social Science (SPSS) version 19.0. Technique of data analysis used in this study including frequency analysis, descriptive analysis and reliability analysis. The Pearson Correlation was applied to test the hypotheses developed and investigate the correlation between independent variables and dependent variable. Besides, multiple regression analysis is conducted to analyze the relationship between independent variables and dependent variable. From the research finding, it provides better understanding of the factor influence the OCB in manufacturing sector. The findings revealed that work engagement was statistically and significantly affect to OCB. Some of the recommendations for future research have been provided for improvement.

**Keywords:** Work Engagement, Perceived Organizational Support, Organizational Citizenship Behavior, Manufacturing Sector.

## **ABSTRAK**

Kajian ini adalah bertujuan untuk mengenalpasti perhubungan di antara penglibatan kerja dan penyeredaran sokongan organisasi terhadap tingkah laku kewarganegaraan organisasi dalam Zun Utara Industry Sdn. Bhd. Kajian ini timbul daripada keperluan untuk mengetahui faktor-faktor yang boleh menjejaskan tingkah laku kewarganegaraan organisasi. Kajian ini menggunakan pendekatan kuantitatif dan pengumpulan data adalah bertumpu kepada soal selidik. Persampelan pengumpulan data adalah berdasarkan kepada Zun Utara Industry Sdn. Bhd., sebuah penghasil peti sejuk dingin beku. Penglibatan kerja diukur dengan menggunakan 10-item. Penyeredaran sokongan organisasi diukur dengan menggunakan 8-item. Tingkah laku kewarganegaraan organisasi adalah diukur dengan 10-item. Semua pengukuran telah menggunakan 'Five Point Likert Scale'. Sebanyak 80 set soal selidik bercetak telah diedarkan, antara 76 soal selidik telah dikembalikan dan sah untuk proses. Data yang dikutip telah dianalisis dengan menggunakan Pakej Statistik Untuk Sains Social (SPSS) versi 19.0. Teknik analisis data yang digunakan dalam kajian ini termasuklah analisis kekerapan, analisis deskriptif, dan analisis kebolehppercayaan. Kolelasi Peason telah digunakan untuk munguji hipotesis dan menyiasat hubungan antara pembolehubah bebas dan pembolehubah bersandar. Selain itu, analisis regresi berganda dijalankan untuk menganalisis hubungan rakan diantara pembolehubah bebas dan pembolehubah bersandar. Dari hasil kajian ini, ia membolehkan pemahaman yang lebih mendalam tentang faktor yang mempengaruhi tingkah laku kewarganegaraan organisasi dalam sektor penghasilan. Dapatan penyelidikan ini menunjukkan bahawa penglibatan kerja secara statistik, dengan ketaranya memberi kesan kepada tingkah laku kewarganegaraan organisasi. Beberapa cadangan telah diberi untuk penambahbaikan kajian yang akan datang.

**Kata Kunci:** Penglibatan Kerja, Penyeredaran Sokongan Organisasi, Tingkah Laku Kewarganegaraan Organisasi, Sektor Penghasilan.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

Organizational citizenship behaviors (OCB) is one of the important determinants and leading factors that contribute to overall organizational effectiveness and towards to the success of the organization in an intensity competitive environment. Organizational citizenship behaviors have a positive relationship on employee's performance and well being, and this in turn has noticeable flow-on effects on the organization (Zhang, 2011). According to Organ, Podsakoff and MacKenzie (2006), encourage organizational citizenship behaviors can lead to beneficial consequences such as enhance productivity, free up resources, creation of a motivating working environment and create social capital. Besides that, OCB is linked to low employees turnover rate and absenteeism, task satisfaction and increase organizational performance (Pablo, 2011; Abdallah, 2012; Jackson, Rossi, Hoover, & Johnson, 2012).

Organization is actively improved and encouraged this behavior among the workers or employees because this positive behavior able to contribute to overall organizational effectiveness and efficiency. There are many determinants or factors which are influential to the OCB within the organization. Different of task responsibility may influent the OCB level of

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## APPENDIX A: Questionnaire



**UUM**  
Universiti Utara Malaysia

**Othman Yeop Abdullah**  
**Graduate School of Business**

### **A STUDY OF CORRELATIONSHIP BETWEEN WORK ENGAGEMENT AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN ZUN UTARA INDUSTRY SDN. BHD.**

Dear participants,

I am seeking your cooperation by responding to the attached survey on OCB. This survey is part of university requirement in order to complete my Master study. First of all, I would like to thank you for your participation. I would like to receive some additional information regarding the relationship between work engagement and perceived organizational support (POS) towards organizational citizenship behaviors (OCB). Enclosed is a questionnaire that I am asking you to complete.

The questionnaire is very brief and will take about five minutes to fill out. Instructions for completing the questionnaire can be found on the form itself. I would appreciate it if you would complete the questionnaire and return it.

Please be assured that all information you provide will be kept strictly confidential. Your identifying information will not appear on any study report. All results from the study will be reported as statistical summaries only.

Your participation represents a valuable contribution to research, and I thank you again for your cooperation.

Yours sincerely,

***Chan Say Yeu***

MSc. (Management)

Section A: Work Engagement		<i>Strongly Disagree</i> Sangat Tidak Setuju	<i>Disagree</i> Tidak Setuju	<i>Neutral</i> Kurang Pasti	<i>Agree</i> Setuju	<i>Strongly Agree</i> Sangat Setuju
<p>Please indicate the extent of your agreement with the following statement on a 5-point scale.</p> <p>Sila nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.</p>						
1	<i>At my work, I feel bursting with energy</i> Saya rasa bertenaga di tempat kerja	1	2	3	4	5
2	<i>I can continue working for very long periods at a time</i> Saya boleh berkerja secara berterusan dalam masa yang panjang	1	2	3	4	5
3	<i>When I get up in the morning, I feel like going to work</i> Pada awal pagi, saya berasa teringin and bersemangat hendak ke tempat kerja	1	2	3	4	5
4	<i>I am proud on the work that I do</i> Saya rasa bangga terhadap kerja yang saya lakukan	1	2	3	4	5
5	<i>I find the work that I do full of meaning and purpose</i> Saya berasa kerja yang saya lakukan sangat bermakna	1	2	3	4	5
6	<i>I am enthusiastic about my job</i> Saya bersemangat tentang kerja saya	1	2	3	4	5
7	<i>Time flies when I'm working</i> Apabila saya berkerja, saya rasa masa berlalu dengan cepat	1	2	3	4	5
8	<i>I am immersed in my work</i> Saya 'tenggelam' dalam kerja saya	1	2	3	4	5
9	<i>When I am working, I forget everything else around me</i> Saya terlupa hal lain semasa saya berkerja	1	2	3	4	5
10	<i>I get carried away when I'm working</i> Saya terlupa diri apabila saya berkerja	1	2	3	4	5

Section B: Perceived Organizational Support (POS)		<i>Strongly Disagree</i> Sangat Tidak Setuju	<i>Disagree</i> Tidak Setuju	<i>Neutral</i> Kurang Pasti	<i>Agree</i> Setuju	<i>Strongly Agree</i> Sangat Setuju
<p>Please indicate the extent of your agreement with the following statement on a 5-point scale.</p> <p>Sila nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.</p>						
1	<i>The organization values my contribution to its well-being</i> Organisasi ini menghargai sumbangan saya terhadap kesejahteraannya	1	2	3	4	5
2	<i>The organization fails to appreciate any extra effort from me</i> Organisasi gagal untuk menghargai apa-apa sumbangan tambahan daripada saya	1	2	3	4	5
3	<i>The organization would ignore any complaint from me</i> Organisasi mangabaikan apa-apa aduan daripada saya	1	2	3	4	5
4	<i>The organization really cares about my well-being</i> Organisasi ini mangambil berat tentang kesejahteraan saya	1	2	3	4	5
5	<i>The organization cares about my general satisfaction at work</i> Organisasi ini mengambil berat tentang kepuasan umum saya di tempat kerja	1	2	3	4	5
6	<i>The organization shows very little concern for me</i> Organisasi ini menunjukkan kebimbangan yang amat sedikit bagi saya	1	2	3	4	5
7	<i>The organization takes pride in my accomplishment at work</i> Organisasi ini berbangga terhadap pencapaian saya di tempat kerja	1	2	3	4	5
8	<i>Even if I did the best job possible, the organization would fail to notice</i> Walaupun saya melakukan kerja yang terbaik, organisasi gagal untuk notis	1	2	3	4	5

Section C: <b>Organizational Citizenship Behavior (OCB)</b>		<i>Strongly Disagree</i> Sangat Tidak Setuju	<i>Disagree</i> Tidak Setuju	<i>Neutral</i> Kurang Pasti	<i>Agree</i> Setuju	<i>Strongly Agree</i> Sangat Setuju
Please indicate the extent of your agreement with the following statement on a 5-point scale. Sila nyatakan tahap persetujuan anda pada skala 5 mata dengan kenyataan berikut.						
1	<i>Keep "Up" with developments in the company</i> Bersaing dengan perkembangan dalam organisasi	1	2	3	4	5
2	<i>Attends functions that are not required but that help the company image</i> Hadir fungsi yang tidak diperlukan tetapi membantu imej syarikat	1	2	3	4	5
3	<i>Is willing to risk disapproval in order to express his/her beliefs about what's best for the company</i> Bersedia menerima risiko untuk menyatakan kepercayaan anda tentang apa yang terbaik untuk syarikat	1	2	3	4	5
4	<i>I was part of the company; I will be better only if the company is better</i> Saya adalah sebahagian daripada syarikat ini; saya menjadi lebih baik apabila syarikat ini adalah lebih baik	1	2	3	4	5
5	<i>Always focuses on what's wrong his/her situation, rather than the positive side of it</i> Sentiasa fokus sebarang masalah dari sudut yang positif	1	2	3	4	5
6	<i>Helps orient new employees even though it is not required</i> Membantu pekerja baru walaupun tidak diminta	1	2	3	4	5
7	<i>Is always ready to help or to lend a helping hand to those around him/her</i> Sentiasa sedia untuk membantu orang disekelilingi saya	1	2	3	4	5
8	<i>Willingly gives of his/her time to help others</i> Rela memberikan masa kepada beliau untuk membantu orang lain	1	2	3	4	5
9	<i>Conscientiously follows company regulations and procedures</i> Mematuhi peraturan and prosedur syarikat	1	2	3	4	5
10	<i>Returns phone calls and responds to other messages and requests for information promptly</i> Kembalikan panggilan dan memberi respons kepada permintaan dengan segera	1	2	3	4	5

**Section D: Respondent's Profile** (*Please tick. Sila tanda yang berkenaan.*)

1	<i>Gender / Jantina</i>	Male / Lelaki	
		Female / Perempuan	
2	<i>Age / Umur</i>	Below 20 / 20 ke bawah	
		20 – 35	
		36 – 50	
		Above 50 / 50 ke atas	
3	<i>Education level / Tahap pendidikan</i>	SPM and below / SPM ke bawah	
		Diploma / STPM	
		Degree / Master	
		PHD or higher	
4	<i>Designation / Jawatan</i>	Manager, HOD	
		Executive, Supervisor	
		Operator	
5	<i>Length of year in service in this company (Tenure) / Tempoh berkhidmat di syarikat ini</i>	Below 2 years / 2 tahun ke bawah	
		2 – 5 years	
		6 – 9 years	
		10 years and above / 10 tahun dan ke atas	



## APPENDIX B: SPSS Output

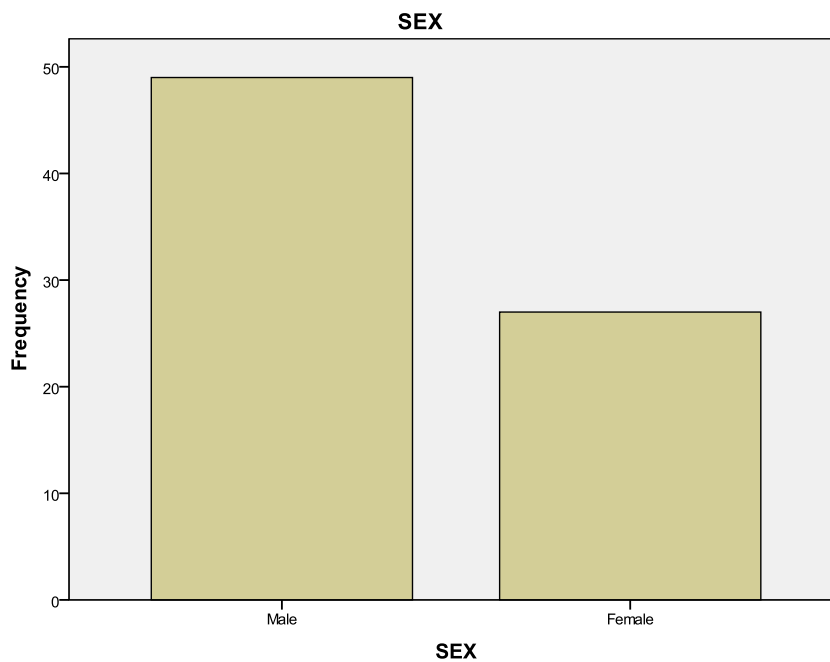
### Frequencies

		Statistics				
		SEX	AGE	EDUCATION	DESIGNATION	TENURE
N	Valid	76	76	76	76	76
	Missing	0	0	0	0	0
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		2.00	4.00	3.00	3.00	4.00

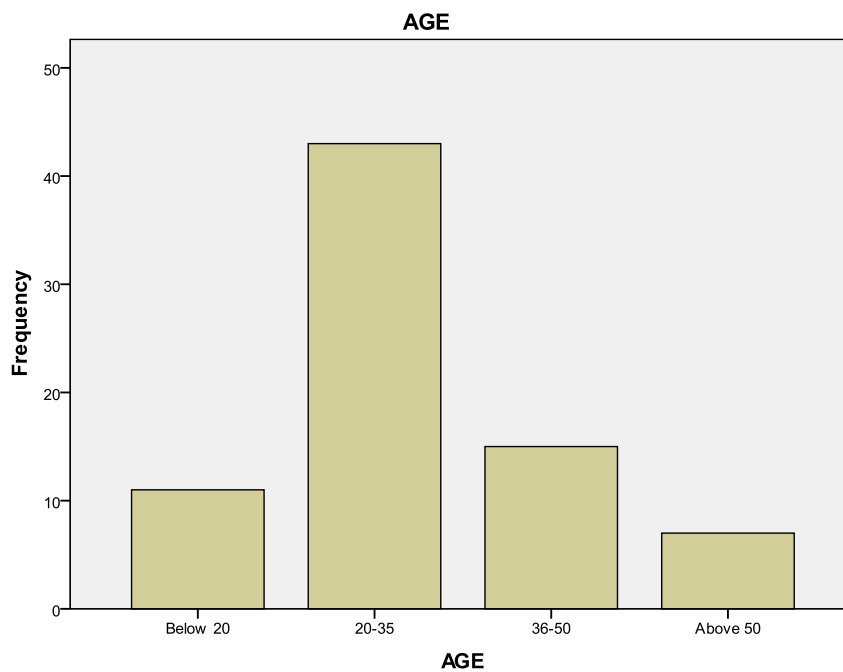
### Frequency Table

		SEX			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	49	64.5	64.5	64.5
	Female	27	35.5	35.5	100.0
	Total	76	100.0	100.0	

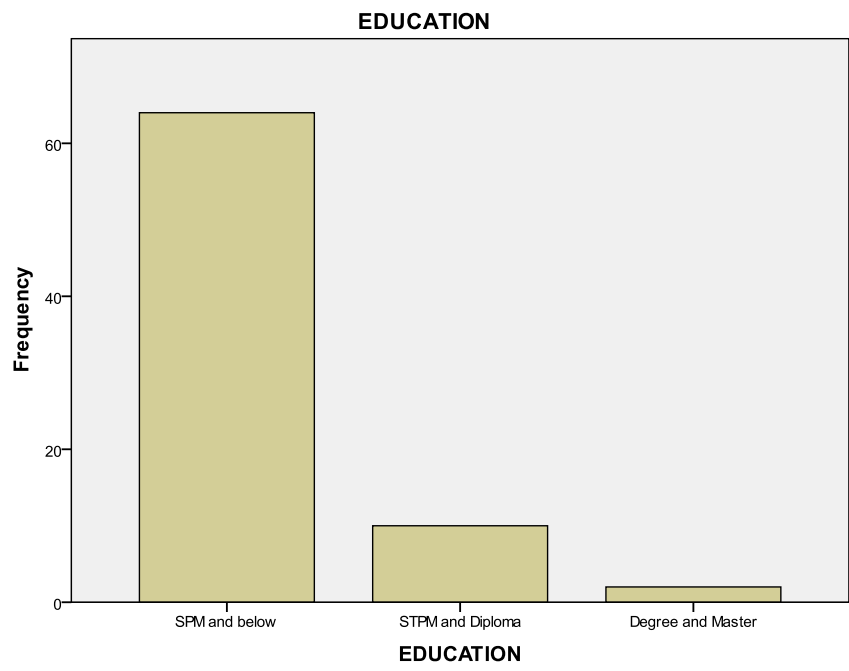
### Bar Chart



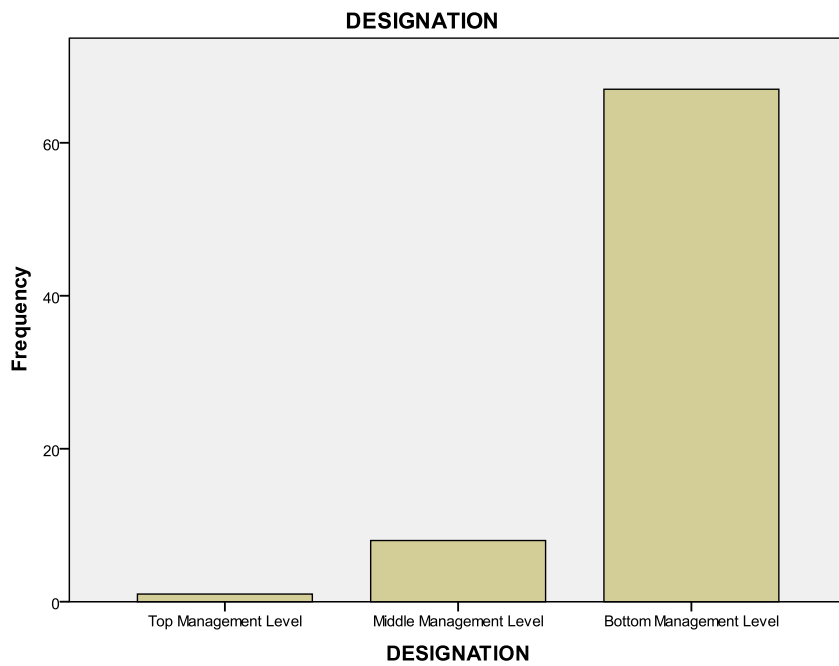
AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	11	14.5	14.5	14.5
	20-35	43	56.6	56.6	71.1
	36-50	15	19.7	19.7	90.8
	Above 50	7	9.2	9.2	100.0
	Total	76	100.0	100.0	



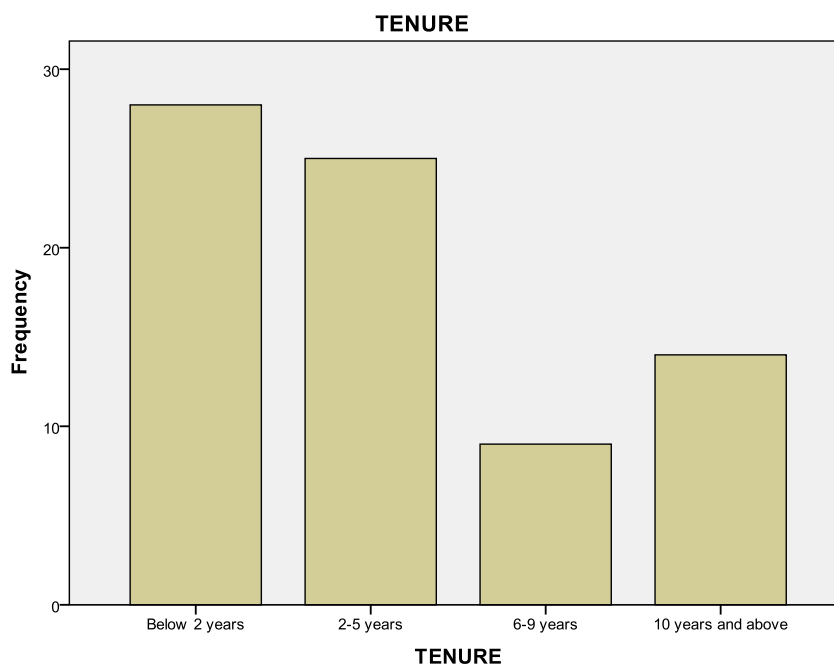
EDUCATION		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM and below	64	84.2	84.2	84.2
	STPM and Diploma	10	13.2	13.2	97.4
	Degree and Master	2	2.6	2.6	100.0
	Total	76	100.0	100.0	



		DESIGNATION			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Management Level	1	1.3	1.3	1.3
	Middle Management Level	8	10.5	10.5	11.8
	Bottom Management Level	67	88.2	88.2	100.0
	Total	76	100.0	100.0	



TENURE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2 years	28	36.8	36.8	36.8
	2-5 years	25	32.9	32.9	69.7
	6-9 years	9	11.8	11.8	81.6
	10 years and above	14	18.4	18.4	100.0
	Total	76	100.0	100.0	



## Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
WE	76	1.20	4.30	3.1684	.55383
POS	76	1.00	3.75	2.8766	.59354
OCB	76	2.70	4.60	3.5053	.47071
Valid N (listwise)	76				

## Reliability

### Scale: Work Engagement

**Case Processing Summary**

		N	%
Cases	Valid	76	100.0
	Excluded <sup>a</sup>	0	.0
	Total	76	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.729	10

**Item Statistics**

	Mean	Std. Deviation	N
WE1	3.3289	.98506	76
WE2	2.8421	.99402	76
WE3	3.3684	.90689	76
WE4	3.5395	.99921	76
WE5	3.3553	.91948	76
WE6	3.4737	.94479	76
WE7	3.6316	1.03076	76
WE8	2.8947	1.09031	76
WE9	2.7895	1.25768	76
WE10	2.4605	1.08862	76

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
WE1	28.3553	25.752	.395	.707
WE2	28.8421	24.481	.529	.686
WE3	28.3158	25.766	.444	.701
WE4	28.1447	25.779	.384	.709
WE5	28.3289	25.824	.428	.703
WE6	28.2105	24.168	.604	.676
WE7	28.0526	24.584	.492	.691
WE8	28.7895	25.768	.336	.717
WE9	28.8947	25.935	.246	.737
WE10	29.2237	27.856	.142	.747

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.6842	30.672	5.53826	10

## Scale: Perceived Organizational Support

**Case Processing Summary**

		N	%
Cases	Valid	76	100.0
	Excluded <sup>a</sup>	0	.0
	Total	76	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.669	8

**Item Statistics**

	Mean	Std. Deviation	N
POS1	2.7105	1.22001	76
POS2	2.9079	1.17958	76
POS3	3.0658	1.07499	76
POS4	2.7500	1.10905	76
POS5	2.8947	1.01428	76
POS6	2.7895	.92831	76
POS7	2.8816	1.08280	76
POS8	3.0132	1.01316	76



### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
POS1	20.3026	18.827	.211	.679
POS2	20.1053	17.322	.390	.630
POS3	19.9474	18.851	.272	.659
POS4	20.2632	17.263	.440	.618
POS5	20.1184	17.412	.485	.609
POS6	20.2237	19.056	.324	.647
POS7	20.1316	18.596	.297	.653
POS8	20.0000	17.307	.500	.605

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.0132	22.546	4.74831	8

## Scale: Organizational Citizenship Behavior

**Case Processing Summary**

		N	%
Cases	Valid	76	100.0
	Excluded <sup>a</sup>	0	.0
	Total	76	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.691	10

**Item Statistics**

	Mean	Std. Deviation	N
OCB1	3.0263	.92338	76
OCB2	2.9342	.85378	76
OCB3	3.2237	.97432	76
OCB4	3.4868	.98649	76
OCB5	3.5263	1.05165	76
OCB6	3.9605	.85543	76
OCB7	3.9079	.99569	76
OCB8	3.7237	.80992	76
OCB9	3.8289	.71904	76
OCB10	3.4342	.92859	76

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
OCB1	32.0263	18.293	.381	.663
OCB2	32.1184	19.092	.313	.675
OCB3	31.8289	19.104	.247	.688
OCB4	31.5658	17.129	.497	.639
OCB5	31.5263	17.879	.357	.668
OCB6	31.0921	18.778	.357	.667
OCB7	31.1447	18.819	.272	.684
OCB8	31.3289	19.450	.287	.679
OCB9	31.2237	18.843	.448	.656
OCB10	31.6184	18.239	.385	.662

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
35.0526	22.157	4.70714	10

## Explore

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
OCB	76	100.0%	0	0.0%	76	100.0%

**Descriptives**

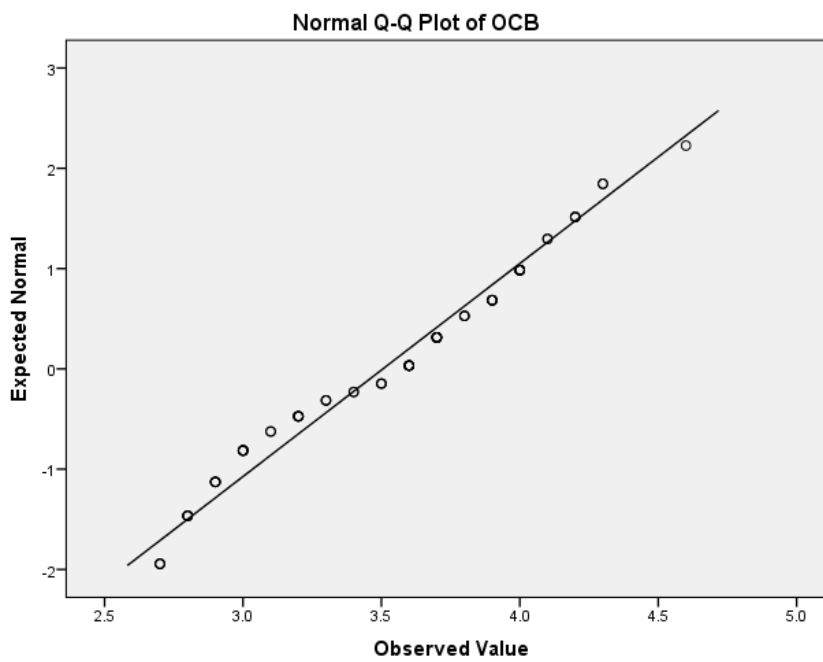
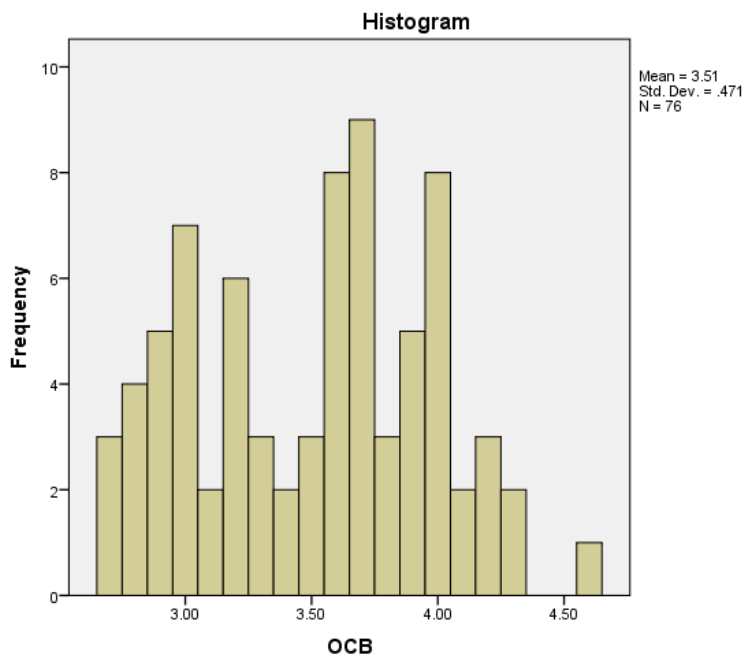
				Statistic	Std. Error
OCB	Mean			3.5053	.05399
	95% Confidence Interval for				
	Mean			Lower Bound	3.3977
				Upper Bound	3.6128
	5% Trimmed Mean			3.5015	
	Median			3.6000	
	Variance			.222	
	Std. Deviation			.47071	
	Minimum			2.70	
	Maximum			4.60	
	Range			1.90	
	Interquartile Range			.88	
	Skewness			-.019	.276
	Kurtosis			-.973	.545

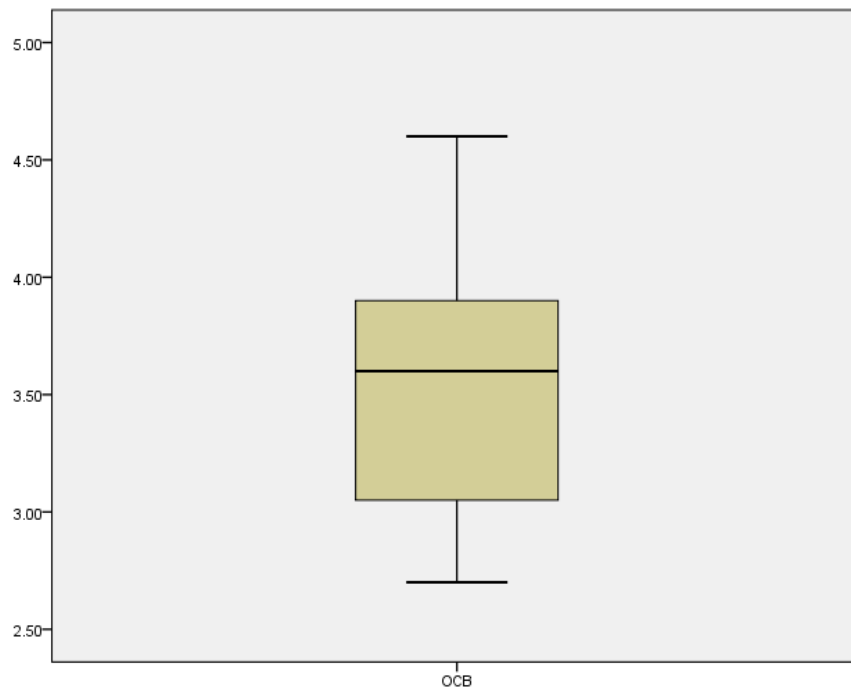
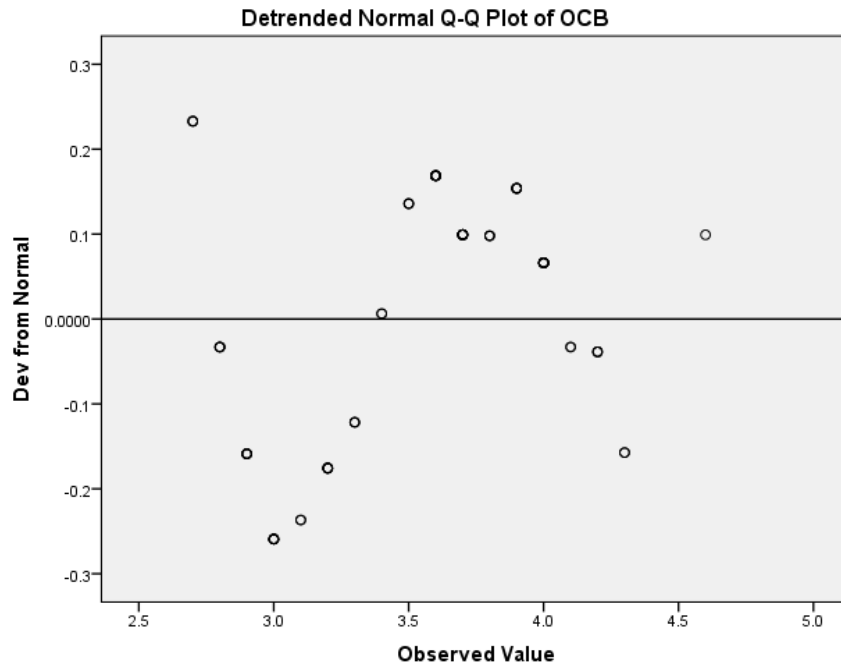
**Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OCB	.119	76	.090	.960	76	.017

a. Lilliefors Significance Correction

## OCB





### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
WE	76	100.0%	0	0.0%	76	100.0%

### Descriptives

				Statistic	Std. Error
WE	Mean			3.1684	.06353
	95% Confidence Interval for				
	Mean			Lower Bound	3.0419
				Upper Bound	3.2950
	5% Trimmed Mean			3.1977	
	Median			3.2000	
	Variance			.307	
	Std. Deviation			.55383	
	Minimum			1.20	
	Maximum			4.30	
	Range			3.10	
	Interquartile Range			.80	
	Skewness			-.454	.276
	Kurtosis			.547	.545

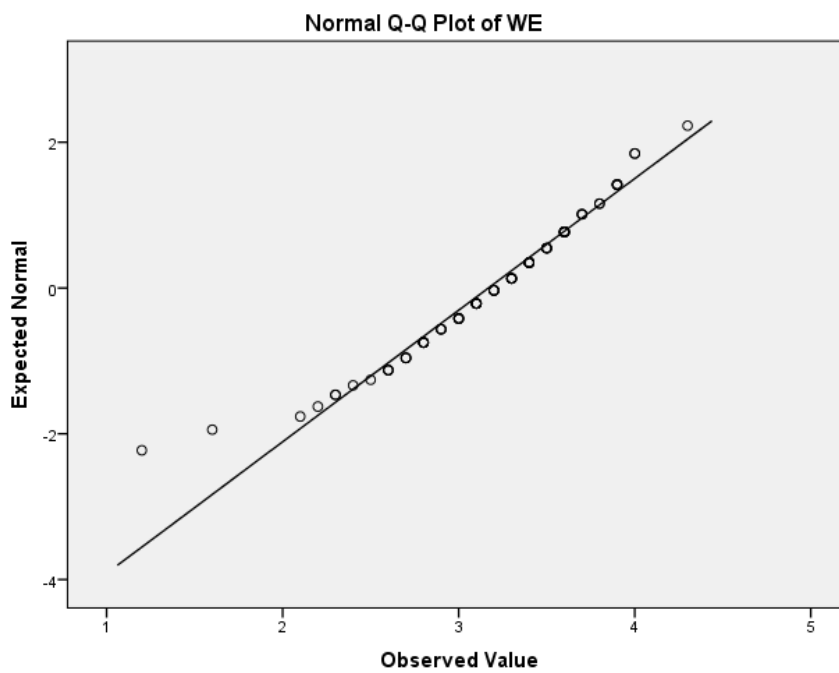
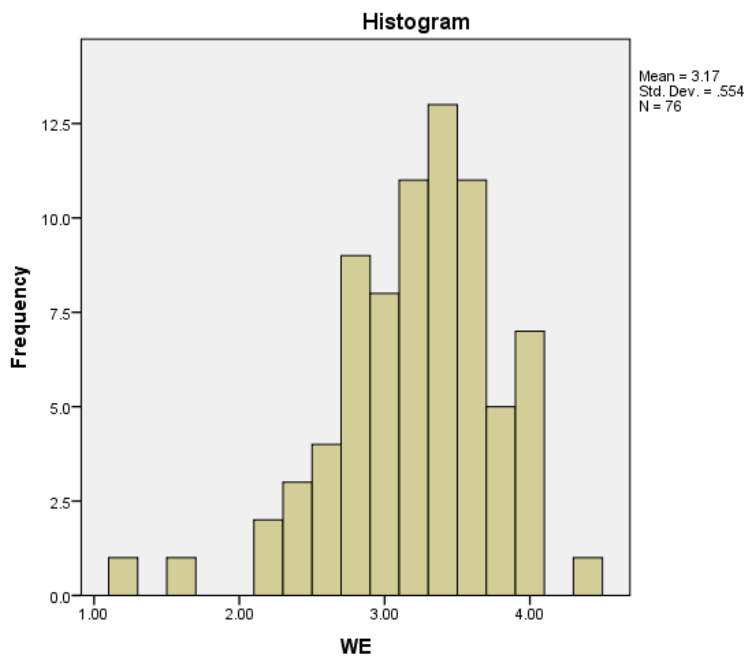
### Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WE	.082	76	.200*	.959	76	.015

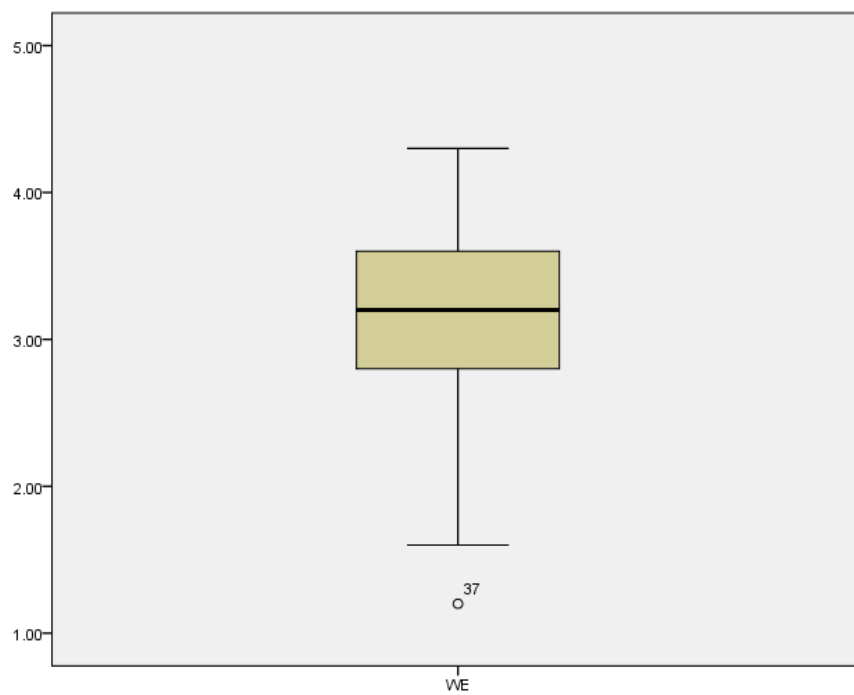
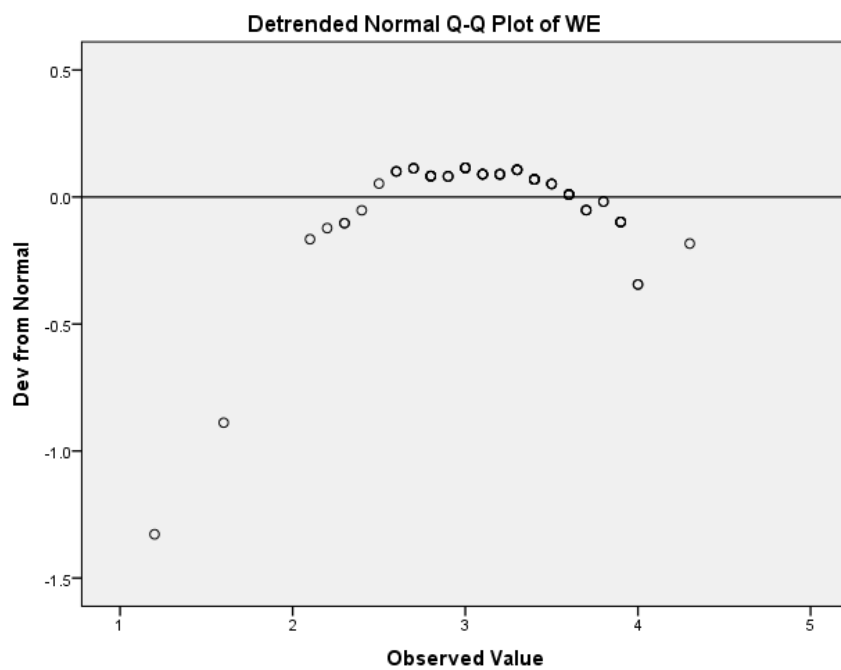
\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

**WE**







### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
POS	76	100.0%	0	0.0%	76	100.0%

### Descriptives

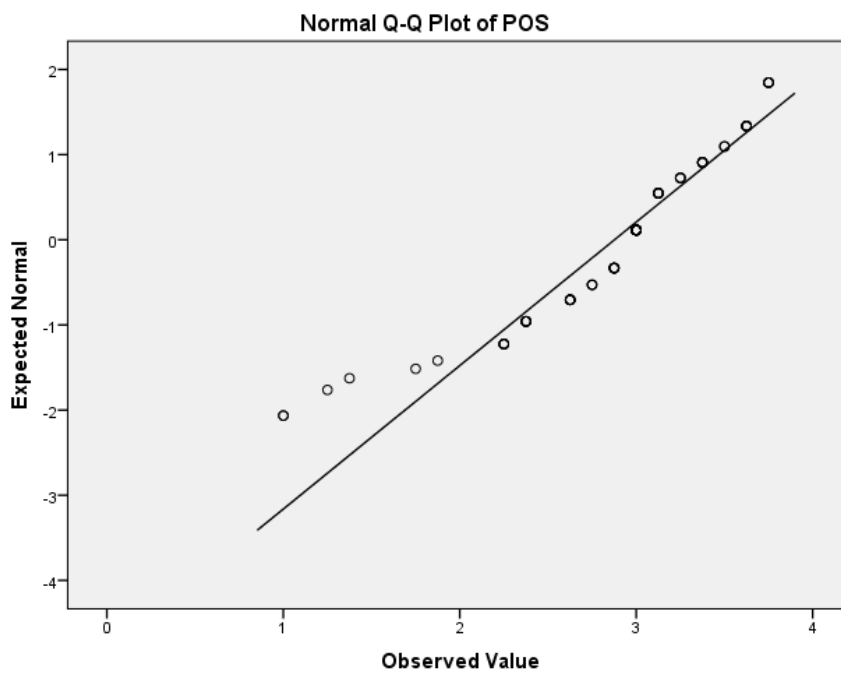
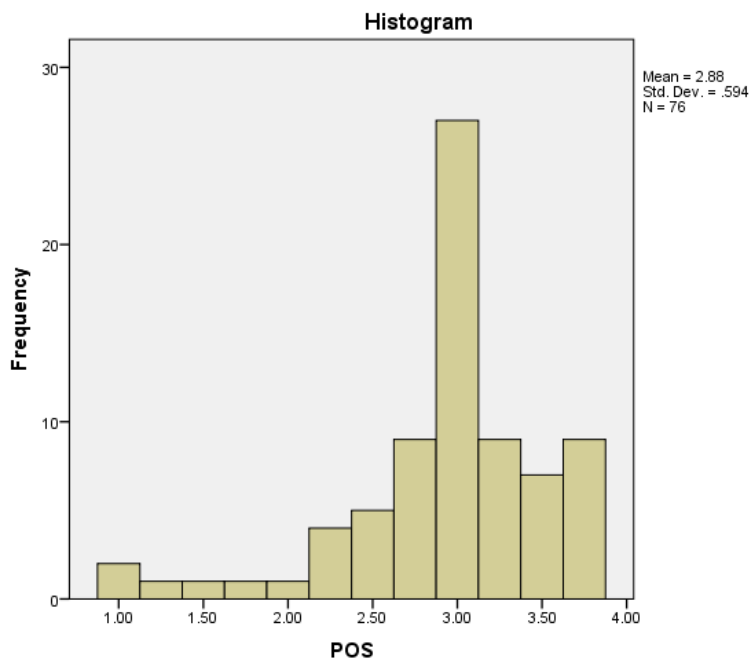
				Statistic	Std. Error
POS	Mean			2.8766	.06808
	95% Confidence Interval for Mean	Lower Bound		2.7410	
		Upper Bound		3.0123	
	5% Trimmed Mean			2.9243	
	Median			3.0000	
	Variance			.352	
	Std. Deviation			.59354	
	Minimum			1.00	
	Maximum			3.75	
	Range			2.75	
	Interquartile Range			.59	
	Skewness			-.239	.276
	Kurtosis			.120	.545

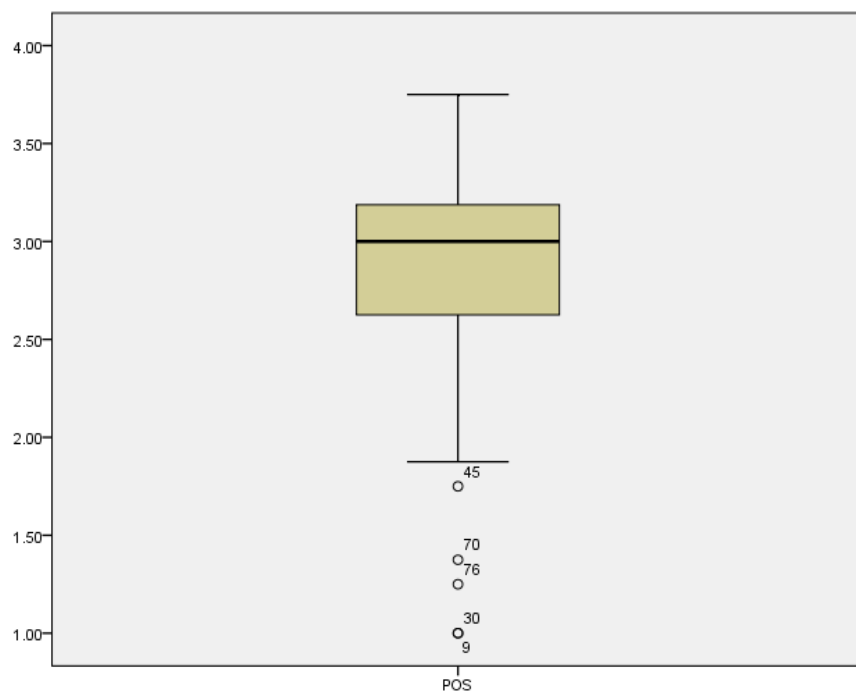
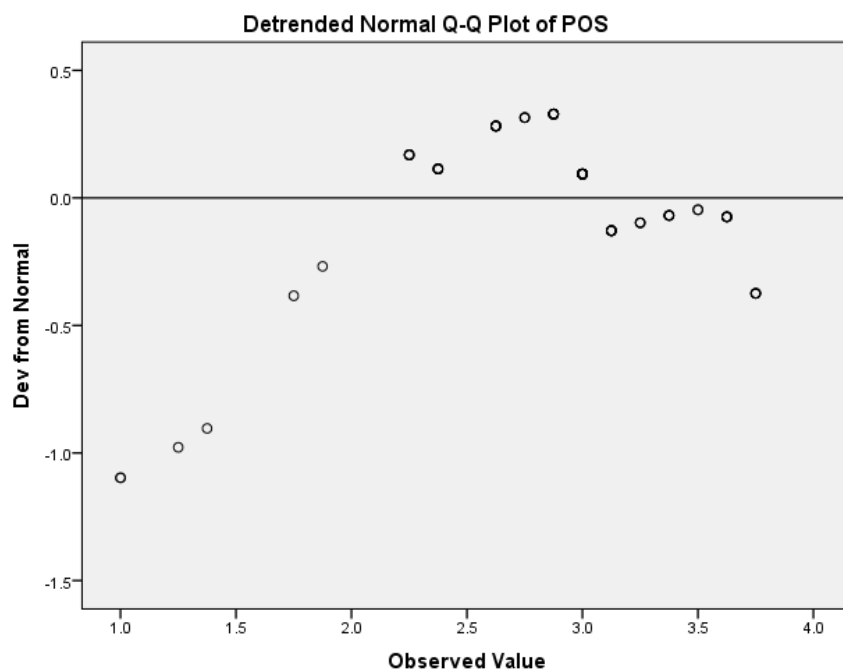
### Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
POS	.183	76	.061	.892	76	.026

a. Lilliefors Significance Correction

## POS





## Correlations

**Descriptive Statistics**

	Mean	Std. Deviation	N
WE	3.1684	.55383	76
POS	2.8766	.59354	76
OCB	3.5053	.47071	76

**Correlations**

		WE	POS	OCB
WE	Pearson Correlation	1	.397**	.339**
	Sig. (2-tailed)		.000	.003
	N	76	76	76
POS	Pearson Correlation	.397**	1	-.026
	Sig. (2-tailed)	.000		.826
	N	76	76	76
OCB	Pearson Correlation	.339**	-.026	1
	Sig. (2-tailed)	.003	.826	
	N	76	76	76

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
OCB	3.5053	.47071	76
WE	3.1684	.55383	76
POS	2.8766	.59354	76

**Correlations**

		OCB	WE	POS
Pearson Correlation	OCB	1.000	.339	-.026
	WE	.339	1.000	.397
	POS	-.026	.397	1.000
Sig. (1-tailed)	OCB	.	.001	.413
	WE	.001	.	.000
	POS	.413	.000	.
N	OCB	76	76	76
	WE	76	76	76
	POS	76	76	76

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	POS, WE <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: OCB

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.381 <sup>a</sup>	.145	.122	.44114

a. Predictors: (Constant), POS, WE

b. Dependent Variable: OCB

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.412	2	1.206	6.196	.003 <sup>a</sup>
	Residual	14.206	73	.195		
	Total	16.618	75			

a. Predictors: (Constant), POS, WE

b. Dependent Variable: OCB

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	2.824	.329		8.594	.000	2.169	3.478					
WE	.352	.100	.414	3.512	.001	.152	.552	.339	.380	.380	.843	1.187
POS	-.151	.093	-.190	-1.611	.111	-.337	.036	-.026	-.185	-.174	.843	1.187

a. Dependent Variable: OCB

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	WE	POS
1	1	2.962	1.000	.00	.00	.00
	2	.023	11.396	.14	.22	.99
	3	.015	14.189	.86	.78	.01

a. Dependent Variable: OCB

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8505	4.0454	3.5053	.17932	76
Std. Predicted Value	-3.652	3.012	.000	1.000	76
Standard Error of Predicted Value	.051	.221	.081	.033	76
Adjusted Predicted Value	2.8874	4.2621	3.5037	.18743	76
Residual	-.72741	.85622	.00000	.43522	76
Std. Residual	-1.649	1.941	.000	.987	76
Stud. Residual	-1.691	1.957	.002	1.008	76
Deleted Residual	-.86206	.87087	.00157	.45524	76
Stud. Deleted Residual	-1.713	1.997	.002	1.015	76
Mahal. Distance	.018	17.866	1.974	3.067	76
Cook's Distance	.000	.320	.016	.039	76
Centered Leverage Value	.000	.238	.026	.041	76

a. Dependent Variable: OCB



